

How can Enterprise Supply Chain Management Break Through under the Background of New Quality Productivity?

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Abstract: With the continuous advancement of globalization and the continuous development of social economy, enterprise supply chain management is facing more and more challenges. Against the backdrop of a new round of technological and industrial transformation, the formation of new quality productivity will accelerate, and there will be both changes and opportunities in enterprise supply chain management. The article first outlines the challenges faced by enterprise supply chain management; On the premise of in-depth analysis of the internal mechanism of new quality productivity empowering enterprise supply chain management, further identify the practical challenges of new quality productivity empowering enterprise supply chain management. Finally, at the practical level, provide policy recommendations for applying new quality productivity to enterprise supply chain management, in order to better assist enterprises in conducting supply chain management and promote the process of industrial modernization construction.

Keywords: Supply Chain Management; New Quality Productivity Industrial Modernization; Policy Suggestion.

1. Introduction

Currently, China has entered a critical stage of the "Four Industrial Revolutions". With the arrival of the Industry 4.0 era, higher requirements have been put forward for the supply chain management of enterprises. The so-called supply chain management is a full process management from suppliers to distributors, and then from distributors to end customers. This process management is the management of a series of processes such as internal product production planning, goods procurement, customer orders, inventory storage, logistics distribution, and customer service. Through this process, the goal is to ensure effective management of logistics, capital flow, and information flow within and outside the enterprise, thereby ensuring accurate and timely delivery of products with qualified quality and reasonable prices to customers. In recent years, more and more companies have begun to pay attention to supply chain management. Supply chain management can enable enterprises to form strategic cooperation with upstream and downstream industries, linking multiple mutually beneficial entities in the industrial chain, optimizing the entire work process, enhancing collaboration among various entities, and maximizing the advantages of each enterprise in the supply chain. Unlike traditional management, the purpose of supply chain management is to achieve maximum value for the enterprise at the minimum cost, maximize the mobilization of enterprise resources, and meet customer needs to the greatest extent possible. Currently, supply chain management has been increasingly applied in various fields of society, especially in the industrial, manufacturing, and retail industries, to coordinate and improve the economic efficiency of enterprises from procurement, production, transportation, and other aspects.

With the continuous advancement of globalization and the continuous development of the social economy, enterprise supply chains are becoming increasingly large, and the

number of entities in the supply chain is expanding. The traditional enterprise supply chain management model can no longer meet the requirements of enterprise development, resulting in various problems in the process of enterprise supply chain management, such as weak supply chain management awareness, low supply chain efficiency, increasing complexity and unpredictability of supply chain risks, low level of supply chain integration technology, poor supply chain coordination, ineffective evaluation and measurement of supply chain performance, and poor external environment of the supply chain. Ultimately, this leads to low supply chain management performance and poor returns for enterprises. Efficient, modern, and low-carbon supply chains are inevitable requirements for building modern industries and industrial modernization. Therefore, it is necessary to innovate enterprise supply chain management models. Innovative management of enterprise supply chain can not only improve the overall operation level of the enterprise supply chain, enhance the competitiveness of the enterprise, but also increase the operating profit of the enterprise; It can also promote the continuous improvement of enterprise supply chain management models, thereby enhancing the survival ability and competitiveness of enterprises in the international market [1]. Innovative management of enterprise supply chain is an essential part of building modern industries. How enterprises can effectively innovate and manage their supply chain has become a research hotspot in recent years and one of the main challenges. However, the proposal of new quality productivity has pointed out a new direction for its development. New quality productivity is a contemporary advanced productivity that has emerged from technological revolutionary breakthroughs in innovative allocation of production factors and deep industrial transformation and upgrading. It is based on the qualitative changes of laborers, labor materials, labor objects, and their optimized combinations, and is marked by the improvement of total factor productivity [2]. Driven by a new round of

technological revolution and industrial transformation, new quality productivity will become a key driving force for the innovative development of enterprise supply chain management.

In view of this, the article points out the main challenges faced by enterprise supply chain management based on relevant theories, and deeply analyzes the internal mechanism of empowering enterprise supply chain management with new quality productivity; Secondly, identifying the practical challenges of empowering enterprise supply chain management with new quality productivity; Finally, at the practical level, provide policy recommendations for applying new quality productivity to enterprise supply chain management, in order to better assist enterprises in conducting supply chain management.

2. Literature Review

2.1. New Quality Productivity

At the symposium on promoting the comprehensive revitalization of Northeast China in the new era, the concept of new quality productivity was first proposed, emphasizing the importance of strategic emerging industries and future industries; And in subsequent important meetings, new quality productivity, strategic emerging industries, and future industries were also mentioned multiple times. From this, it can be seen that in the current fierce international competition, especially in some countries seeking to reverse globalization based on their own advantages, the importance of technological innovation is increasingly prominent. To achieve high-quality economic development in our country, it is necessary to continuously promote the process of industrial innovation through technological innovation and accelerate the formation of new quality productive forces.

Since the proposal of the new quality productivity, it has sparked in-depth research in the academic community, and many scholars have interpreted the connotation and elemental characteristics of the new quality productivity from different perspectives. Huang Qunhui and Sheng Fangfu, based on the perspective of systems theory, regard the new quality productivity as a multi-level system with "elements structure function", and further point out the composition of new quality productivity elements, the manifestation of new quality productivity structure, and the value orientation of new quality productivity functions [3]. Based on the law of the contradiction between productive forces and production relations in Marxist political economy, Gao Fan explained the similarities and differences in the connotations of new quality productive forces and traditional productive forces from the dimensions of result significance, factors and their combinations, industrial form, guarantee significance and stage [4]. The new quality of productive forces is an innovation and inheritance of Marx's theory of productive forces [5]. Some scholars believe that new quality productivity, also known as new quality productivity, refers to the ability of strategic emerging industries and future industries to efficiently and effectively utilize and transform nature through the transformation and integration of technological innovation resources [6]. Although there are different perspectives, scholars have a common definition of the connotation of new quality productivity, which emphasizes the importance of technological innovation in the formation of new quality productivity. New quality productivity is the leap of traditional productivity at the

quality level. In this process, new quality production factors (new types of laborers, new types of labor materials, and new types of labor objects) are driven by technological innovation to form new production relations. In the context of new quality production relations, breakthroughs in key and disruptive technologies will promote the transition of economic growth mode from "extensive" to "intensive", industrial modernization and modernization industries will achieve spiral and upward development, and further promote the process of achieving high-quality development.

2.2. Enterprise Supply Chain Management

The emergence of supply chain can be traced back to Peter Drucker's economic chain theory. Subsequent scholars have continuously improved the economic chain theory based on Drucker's theory, among which the most famous is the value chain theory proposed by Michael E. Porter. The term 'value chain' was first proposed by him when analyzing the technological and competitive advantages of enterprises, but at that time, he did not provide a precise explanation of the value chain. Until 2004, Michael E. Porter defined the value chain in his book as a collection of major and supportive activities carried out in a specific industry competition [7]. The economic chain and value chain are the theoretical basis for the emergence of the supply chain. Since the development of supply chain theory, many scholars at home and abroad have expanded and enriched it. However, due to different focuses, the definition of supply chain also varies. China believes that the supply chain is a network chain structure that centers on core products and services in the production and circulation process, including raw material suppliers, manufacturers, distributors, retailers and end-users [8]. With continuous development, the supply chain has formed a relatively systematic theory and has also spawned multiple branch theories, among which supply chain management has become a current research hotspot.

The origin of supply chain management can be traced back to the 1980s, and it has developed into an important management discipline to this day [9]. Just like supply chain, the definition of supply chain management can also vary depending on the perspective. Bechtel et al. believe that supply chain management is the integration of the business processes of suppliers providing products, services, and information to end-users, thereby adding value to customers [10]. Christopher pointed out that supply chain management is centered around the entire supply chain, effectively managing upstream suppliers and downstream customers to provide greater value to customers [11]. Unlike foreign scholars, some domestic scholars have pointed out that supply chain management is the efficient integration of goods and information, which includes the complete process from raw material purchase to product sales, with the ultimate goal of high quality and low cost [12]. Overall, supply chain management is about enhancing the coordination of entities in the supply chain, efficiently managing material, financial, and information flows, and achieving cost reduction and efficiency improvement in the supply chain. As an important entity in the supply chain, enterprises' supply chain innovation management helps to enhance overall resilience. Therefore, building a modern industry requires enterprises to efficiently and innovatively manage their supply chains.

3. Challenges Faced by Enterprise Supply Chain Management

3.1. Significant Increase in Supply Chain Complexity and Risk Uncertainty

With the rapid development of the economy and the continuous improvement of globalization, customer demands are becoming increasingly diversified, leading to increasingly fierce competition among enterprises. As a result, the number of enterprises continues to increase, the supply chain is becoming larger, and the product line is becoming richer. The increasing complexity of the supply chain network structure and the uncertain changes in the external environment will lead to increased risks and vulnerabilities in the supply chain, which is a common challenge faced by related enterprises [13]. Some scholars define supply chain risk as one or more factors that interfere or hinder the flow of information, materials, or products from the original supplier to the final product delivery to the end user [14]. In recent years, some scholars have conducted a series of studies on supply chain risks, mainly in two aspects. On the one hand, it involves identifying, evaluating, monitoring, and analyzing the transmission mechanism of supply chain risks [15]; On the other hand, it is to conduct specific analysis of certain supply chain risks, such as supply chain finance risks [18] and supply chain information risks [20]. Although scholars at home and abroad have conducted extensive research on supply chain risks, the reality is that supply chain risks are still difficult to accurately assess, monitor, and control, and are difficult to represent using mathematical decision models. Enterprises can only rely on methods and measures to minimize the impact of risks on the supply chain to the greatest extent possible. Therefore, traditional supply chain risk management methods appear somewhat inadequate.

3.2. The Efficiency of the Supply Chain is Relatively Low, and the Response Speed of Each Link is Slow

The complex and intricate supply chain network structure leads to low response speed in each link, and the accumulation of delays in each link can easily create a "butterfly effect", thereby undermining the effectiveness of the supply chain. There are many methods for evaluating supply chain efficiency, the most common of which is the network DEA method. Sarah J. Sharahi [22] and Liao Xiaofei [23] used this method to measure the efficiency of natural gas supply chains and green supply chains of 13 national level new area enterprises in China. In the supply chain system, the integrity and symmetry of information are prerequisites for improving supply chain operational efficiency and maintaining normal operational order, and are also the most important factors affecting supply chain efficiency. In addition, the efficiency of the entire supply chain is divided into the sum of the efficiency of different enterprises (nodes), and different enterprises (nodes) do not care about the efficiency of other enterprises (nodes); And it cannot interfere with the efficiency of other enterprises (nodes), as this "one for each" supply chain management model will ultimately lead to resource waste and low efficiency throughout the entire supply chain [24]. At present, the supply chain management of Chinese enterprises still relies mainly on traditional methods, which are difficult to cope with the increasingly complex network structure and uncertain

external environment.

3.3. Supply Chain Performance Cannot be Effectively Measured and Evaluated

Supply chain performance evaluation is the assessment of the overall operational status of the supply chain and the operational relationships between supply chain node enterprises [25]. With the continuous expansion of the theoretical scope of supply chain management, supply chain performance management has become an important branch theory. At present, many scholars have constructed indicator systems from different perspectives to evaluate supply chain performance. How to determine a reasonable indicator system is one of the most critical issues in supply chain performance management. In the early period of China's supply chain performance evaluation index system, most of them aimed at universality and did not reflect industry and purpose heterogeneity [26]. After a long period of development, the construction of supply chain performance evaluation index system has gradually become systematic and mature. Currently, specific index systems have been built for specific industries such as agriculture [28], construction [29], and clothing [30] to highlight industry heterogeneity. Although supply chain performance evaluation has made significant progress, accurately and effectively measuring and evaluating supply chain performance remains a challenge.

3.4. Environmental Sustainability Needs to be Improved

Under the dual constraints of resources and environment, it has triggered people's thinking on the sustainability of economic development. In terms of supply chain management, green supply chain has become the balance point for researching resource sustainability and environmental friendliness in this field, and attempts to achieve high-quality development of the supply chain through this balance point. The idea of green supply chain originates from the concept of green procurement [31], and green supply chain was first proposed by the Manufacturing Research Association at Michigan State University in the "Environmentally Responsible Manufacturing" study [32]. With sustainable development becoming an irreversible trend, green supply chain has become a research hotspot both domestically and internationally. In recent years, in order to promote effective management of green supply chains, relevant laws and regulations have been promulgated by the state and local governments, such as the national level "Evaluation Specification for Green Supply Chain Management of Green Manufacturing Enterprises" and the regional level "Evaluation of Green Supply Chain Enterprises". Domestic and foreign scholars focus on research from the perspectives of green supply chain pricing [33], optimization [34], indicator construction [35], and decision analysis [36]. For China, green supply chain is an emerging field, and research is more focused on theoretical expansion. Relevant management concepts and technological systems have not been widely applied in practice, which also limits the sustainable development of supply chain.

3.5. Increased Difficulty in Cross-Border Management

Globalization has made supply chains more complex and environmental changes more uncertain. The economic development of countries around the world is closely linked,

and the supply chain of multinational corporations exists like a spider web. The birth of e-commerce has greatly reduced the impact of geography and time on the supply chain of small and medium-sized enterprises. Cross border supply chains connect upstream and downstream enterprises from different countries, and the globalization of production, supply, transportation, and sales spreads risks to various nodes on the chain [37]. This will lead to more complex management, especially in managing risks at each node. Moreover, cross-border supply chains also need to consider various factors such as cultural differences, policy impacts, and economic environments between different countries.

4. The Intrinsic Mechanism of Empowering Enterprise Supply Chain Management with New Quality Productivity

The key to empowering enterprise supply chain management with new quality productivity lies in technological innovation, and the important focus of technological innovation lies in breakthroughs in critical and disruptive technologies. Enterprise supply chain management involves multiple links and processes. This article simplifies it into three main parts: production process, storage and distribution, and service link, exploring the internal mechanism of empowering enterprise supply chain management with new quality productivity.

The arrival of Industry 4.0 has greatly promoted the intelligence of enterprise supply chain management, and the emergence of new labor tools will further promote the

intelligent transformation of enterprise supply chain management. Among them, the application of automated manufacturing equipment and robots will promote the automation of enterprise production processes and reduce human error rates. In addition, the application of technologies such as artificial intelligence, big data, and the Internet of Things helps enterprises to receive, store, and distribute goods, track the status of goods in real-time at all stages, and avoid shortages. Moreover, the application of the aforementioned related technologies is beneficial for enterprises to analyze key factors such as consumer preferences and distribution, in order to help improve the quality and efficiency of the enterprise. In terms of greening, the greening of production processes and storage and distribution is the most prominent feature of empowering enterprises with new quality productivity to achieve green supply chain management. The introduction of digital technology can not only significantly improve production efficiency, but also reduce the environmental costs of enterprise production. The integrated analysis of data is beneficial for helping enterprises monitor and manage energy consumption and pollutant emissions during the production process. New quality productivity relies on technological innovation to achieve breakthroughs in key and disruptive technologies, and innovative research and development of green and low-carbon technologies will be the main focus. At present, the carbon emissions generated by enterprise logistics and distribution are still a thorny issue. The application of green and low-carbon technologies in transportation can alleviate the pressure of carbon emissions to a certain extent, thereby helping to achieve the "dual carbon" goal.

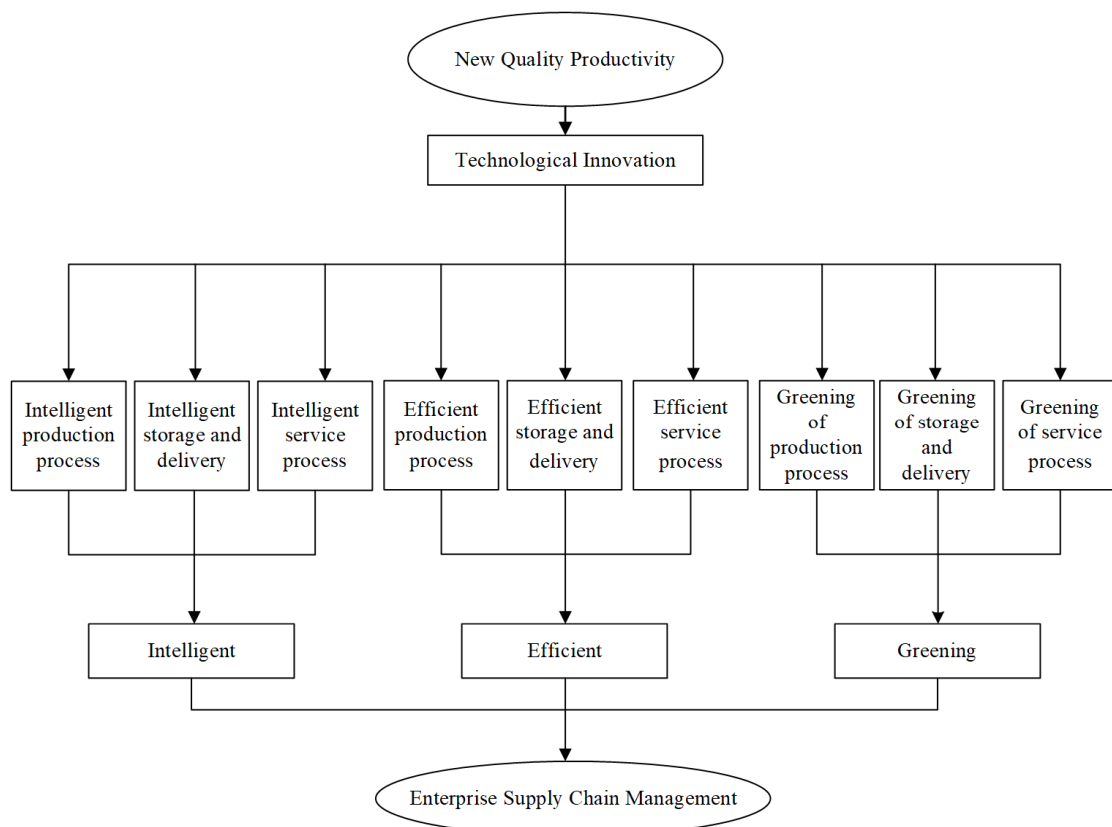


Fig 1. Empowering the internal logical framework of enterprise supply chain management with new quality productivity

5. Practical Challenges of Empowering Enterprise Supply Chain Management with New Quality Productivity

5.1. The Ability of Independent Innovation Still Needs to be Improved

Technological self-reliance and self-improvement are the only way for a great country to innovate and develop, and an important support point for seizing the new round of technological revolution and industrial transformation. Although China has made significant progress in technological innovation, it should also be noted that there are still many challenges in the research and development of high-end and cutting-edge technologies, especially in key core technologies such as chips, which are still under control. The emergence of unilateralism, protectionism, and hegemonism has led to global instability. The United States not only exerts economic pressure on China, but also unreasonably suppresses it in the field of chip and semiconductor, which will inevitably accelerate and force China's independent research and development in the chip field. It should be noted that the essence of new quality productivity is to rely on technological innovation to promote industrial upgrading and transformation. In this process, high-performance chips play a decisive role in promoting industrial modernization. In the new round of technological revolution, the development of information technology cannot be separated from the support of chips, especially technologies such as artificial intelligence, big data, the Internet of Things, and cloud computing. Unfortunately, China's self-sufficiency rate in chips has only reached 25.6%, and there is still a significant gap from the target of achieving a self-sufficiency rate of 70% in chips by 2025 [38].

5.2. Poor Coordination of Regional Development

The transformation of social contradictions fundamentally points out the lack of coordination in regional development, whether it is the level of economic development or scientific and technological research and development. There are significant differences between coastal areas and central and western regions, which will affect the development level of new quality productivity and the construction process of modern industries. According to the "China Digital Economy Development Index Report (2022)", the Digital Economy Development Index (DEDI) for eastern, central, and western China in 2021 were 7818.25, 3066.77, and 2855.36, respectively, an increase of 541.71%, 330.59%, and 278.17% compared to 2013. This shows that China's digital economy has developed rapidly, but also indirectly reflects that the gap in digital economy between regions is gradually widening. The lack of coordination in regional development will further exacerbate the effective circulation of resource elements, increase barriers between regions, and seriously hinder the integrated development of industries in different regions. Empowering supply chain management with new quality productivity requires more smooth sharing of material flow, information flow, and capital flow. However, the lack of coordination in regional development will hinder the coordination of the supply chain.

5.3. There is Significant Resistance to the Application of New Concepts and Technologies

Empowering supply chain management with new quality productivity will inevitably generate new concepts and technologies. As the vanguard of promoting technological innovation, enterprises play a key role in industrial transformation, the application of new concepts and technologies. But there is no doubt that there are internal and external obstacles that limit companies from innovating and applying ideas and technologies. In terms of external resistance, it mainly comes from the limitations of resource factors and difficulties in investment and financing. In the process of driving intelligent, efficient, and low-carbon supply chain management in enterprises through new quality productivity, a large amount of financial and material resources need to be invested to ensure the stability of the process. The internal resistance lies in the transformation of production modes, changes in management concepts and equipment, and the attitude of enterprise personnel towards change. The development of new quality productivity will promote changes in the supply chain environment of enterprises, and new types of labor objects centered on data will also change the working environment. These changes will more or less trigger resistance within the enterprise.

5.4. Pressure on the Supply of New Factors

New elements are a symbol of the formation of new quality productive forces, mainly including new types of laborers, new types of labor objects, and new types of labor tools. The pressure of new factor supply mainly comes from the supply of new workers. New type workers refer to strategic talents who can create new quality productivity and applied talents who can proficiently master new quality production materials [3]. This is a new type of worker after the transformation of traditional workers, often possessing stronger comprehensive qualities and able to meet the needs of industrial modernization and modernization. Therefore, the supply pressure of composite talents needs to be effectively alleviated. In addition, the innovative use of new labor tools, including artificial intelligence and automated manufacturing equipment, can help traditional industries transform into modern industries and improve the efficiency of supply chain management. Although China has made significant achievements in the research and development of new labor tools, there are still many challenges in their industrial application.

5.5. Policies and Regulations Still Need to be Improved

Empowering enterprise supply chain management with new quality productivity requires the support of relevant laws and regulations as well as industry standards; And as a new type of labor object, data also requires policies and regulations to ensure its security. However, at present, the integration of new quality productivity and enterprise supply chain management is still in a blank space, and the formulation of laws and regulations also has a certain time lag, which will constrain the effectiveness of the impact of new quality productivity on enterprise supply chain innovation management.

6. Policy Suggestions for Empowering Enterprise Supply Chain Management with New Quality Productivity

6.1. Increase Efforts in Technological Innovation and Enhance Independent Innovation Capabilities

Enhance the intensity of R&D funding, increase efforts to tackle cutting-edge and disruptive core technologies, and promote the practical application of scientific and technological innovation achievements, breaking through technological barriers with independent innovation capabilities, and promoting intelligent, efficient, and green supply chain management for enterprises. Accelerate the development of digital technology and creatively apply it to enterprise supply chain management, encouraging enterprises to accelerate the transformation of intelligent supply chain management. Actively promote innovative research and development of green and low-carbon technologies, and promote the green and low-carbon development of enterprise supply chains.

6.2. Promote Regional Integration Development, Strengthen Cooperation and Resource Sharing between Regions

Protective barriers have emerged in some regions, enterprises, and links, which are not conducive to efficient and free flow of resources and diversified market competition. Specifically, there are specific regional exclusive barriers formed by first mover advantages, financial barriers, as well as management and technological barriers. This requires the rapid establishment and improvement of regional cooperation mechanisms, breaking down local protectionism and barriers. Deepen the reform of institutional mechanisms, strengthen the coordination of regional development, and promote the coordinated and distinctive development of new quality productivity and enterprise supply chain management in various regions.

6.3. Enhance the Supply Capacity of New Factors and Accelerate the Formation of New Quality Productivity

Strengthen the construction of interdisciplinary fields and promote the coupled development of new quality productivity and enterprise supply chain management. The cultivation of composite talents is the fundamental way to break through technological barriers, establish a three in one training platform of society enterprise university, and alleviate the pressure of new labor supply. In addition, accelerate the transformation and practical application of scientific and technological achievements, promote the industrialization and practical application of new labor tools, and enhance the ability to supply new factors.

6.4. Improve Laws and Regulations, Empower Enterprise Supply Chain Management with Policy Led New Quality Productivity

Strengthen top-level design, based on objective laws, give full play to the leading role of policy mechanisms, promote the orderly development of new quality productivity and enterprise supply chain management, lead the new generation

of industrial revolution technology with new generation information technology, and accelerate the pace of modern industrial construction. Using the method of systems theory, from a global perspective, comprehensively plan all aspects, levels, and elements of new quality productivity and enterprise supply chain management, in order to concentrate effective resources and achieve goals efficiently and quickly.

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